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This is a consolidation by main topics of the written Staff and Division replies to DDP Memorandum No. DDP 8-3198

Emphasis and Nature of Seminar

1. The emphasis should be on operating and managing operations and not on abstract problems of budgeting, planning, organization, and so on, which are already either overdone or adequately covered by other courses.
2. Emphasis should be on management of clandestine operations and the problems encountered in running a station overseas, a branch or division at Headquarters. Some reference to tradecraft and related technical procedures would be germane but one of the greatest problems of the Clandestine Services as I see it is that we do not face up to the basic issues of cover, access and production and their interrelationship.
3. My initial impression of reference and its attachment was generally good. The idea of a forum or seminar wherein senior officers undertake to review the organization, operations, plans, and general effectiveness of the Clandestine Services in today's changing world is basically excellent. To do so in a seminar, in an atmosphere of presumably open discussion and objective probing, strikes me as sound.
4. Upon more intensive scrutiny of the draft outline of the course, however, I am impressed by several considerations which lead me to question the proposed approach. For example, in the citation of objectives there is heavy emphasis on management, but very little on operations as such. If we accept the proposition that success in the Clandestine Services is predicated on the performance of our field stations, then in my opinion management is not our most critical problem. It is a factor, of course, and there is a need for training in it. I would think that the various management seminars currently available are more than adequate toward that end.
5. In looking over the course format, I detect a possibility that it could degenerate into a larger mid-career course. Care should be taken to avoid such a development. A major effort must be made for the clearest possible delineation of problem areas unique to the CS. Weighting and emphasis should be away from the general (policy, trends, management, the intelligence community, etc.,) and toward the specific

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judgment, etc.). Even the handling of the latter subjects could recede to the basics such as are provided in lower level courses. Advance level requirements will only be served to the degree that the abiding nuts and bolts of our business are projected against the best of our accomplishments and the distillation of the best of our practices.

6. We welcome the idea of a senior operations seminar, but we think the OTR concept suffers from misplaced emphasis on management, tradecraft, organization and inter-agency relationships. We believe it is unrealistic in terms of the length of the proposed seminar, in its apparent duplication of parts of existing courses, and above all in the basic purpose which, in our view, the seminar should serve.

7. We believe the seminar will be most valuable if it provides a vehicle for the exchange of ideas and experience, a forum for constructive and imaginative discussion by highly competent senior operational personnel of existing weaknesses in the CS performance of its operational mission. We think the seminar should be designed to concentrate on increased CS effectiveness in the field of operations, pinpointing problems and seeking solutions. A good point of departure would be the DEFICIENCIES outlined in the most recent annual report to the PFIAB. That list could easily be both enlarged and refined, to provide ample grist for this mill, from which we could reasonably expect to get some chaff but also some fine white flour.

8. If the Senior Operations Seminar is to be truly an operational course, we should make the instruction more definitive than indicated in the attachment to reference. As presented, it is a mixture of operations, management, staff papers, foreign policy, etc., far too sweeping and all too encompassing in its concept to be effective in the short space of time allocated for the purpose. The Department of State and the Military Services utilize an entire academic year for dealing with problems of this extent and scope. A course oriented more specifically for operational updating should be devised which would last 3-4 weeks and confine itself to operational matters. We should not try to do this and, in addition, try to resolve the many managerial and policy issues which confront the DDP in the same seminar.

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9. The major objective of a Senior Operations Seminar should be to update and revalidate the knowledge and to stimulate the thinking of senior officers with respect to the full gamut of Clandestine Services activities. Specifically, the method of initiation and subsequent handling of current or recently successful operations should be surfaced to the participants with emphasis placed on recruitment approaches and agent handling techniques. Each operating division might well present one or more cases to the seminar for discussion.

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